

1.0 Human Resources

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1.0 Human Resources

Introduction

By definition, a resource is a reserve source of supply or support. The most valuable type of resource available to a community is its people. Human resources, then, are the energies, skills and knowledge that people possess. Unfortunately, this is often the most neglected and underdeveloped resource of all.

The physical, social and emotional needs of the individual must be addressed if a community is to create a healthy environment in which to function. In other words, a community must be concerned not only with providing adequate job opportunities for its citizens. It must also allow sufficient opportunity for all segments of the population to become involved in those decisions which will affect them and to participate in activities through which they can achieve personal growth and a sense of significance, both which are essential to emotional well-being.

By encouraging and recognizing the involvement of all individuals and groups, a shared "sense of community" can emerge. When people feel they are needed and experience this sense of belonging, the benefits to a community are unlimited.

It is also of vital importance for the community to be concerned with providing the best possible assistance, whenever necessary, to those who need extra help in adjusting or coping with the pressures of everyday living. The more supportive the community is of its individual members, the more able they are to serve it well. Citizens should be able to expect this type of support from the community.

The ideal community, in fact, does not restrict itself to treating mental illness within four walls of a clinic. Rather, it makes a conscious effort to create an atmosphere within the total community that is conducive to the emotional well-being of its citizens. That is, it assumes the responsibility for becoming the essential source of mental health itself. To ensure that this challenge is met, some communities may choose to form a task force to do this assessment.

Purpose and Organization of Task Force

The development of human resources is the creation of a capacity within the community for an individual to develop to his fullest potential. It is the responsibility of the human resources task force to assess the degree to which this capacity exists and to recommend a plan of action for bridging any gaps that are discovered.

This will be accomplished by conducting a human needs assessment, identifying and evaluating the existing opportunities available within the community as they relate to overall community involvement, job development, mental health, and finally, development of an action strategy. This will enable the task force to pinpoint duplications or deficiencies in service. All members should assume the responsibility of becoming as knowledgeable as possible in this program area.

Task Force Members

The task force will be responsible for conducting research to identify assets and liabilities, analyze need and help establish goals, and report these findings to the overall community betterment organization. The next step is to identify or create agencies or organizations to implement programs to meet these needs.

Composition

The human resources task force, more than any other, should be representative of all sectors of the community. As the goal of the task force is to insure that every citizen has an

adequate environment in which to live and to pursue happiness, it is essential that no sector be excluded. The watch words for the human resource task force could be “We are our brother’s keeper”.

Membership on this task force should include, but not be limited to, active volunteers and interested citizens-at-large, young and old, rich and poor, business and industry, government and religion. Ignoring any sector will not eliminate their needs or their influence.

Resources

There are numerous resources available when addressing the human needs within a community. These can be categorized as internal and external.

Internal or local resources include: ministers, social workers, lay volunteers, service organizations and others. External or outside resources include: Missouri Department of Social Services (aging, social services, corrections, etc), Missouri Department of Mental Health (alcohol, drug abuse, developmental disabilities, etc.), community action agencies, manpower agencies and others.

Timing

There is no standard time frame for completing the human resources task force activities. For the task force to inventory existing conditions and services, identify service gaps and duplication, determine needed services or activities, set priorities and undertake action, significant time and effort will be required. However, through an organized and systematic effort, the task force can insure the ultimate action recommended and undertaken will be most appropriate.

A specific timetable should be established and maintained. Whether or not the timetable is met will largely depend upon such factors as the number of persons involved, their level of experience, degree of commitment, leadership qualities, size of community, frequency of meetings and the extent to which cooperation from outside sources may be required.

1.1 Human Needs/Resources Analysis

Introduction

The human needs and resources of a community affect several elements in a successful community development program. Many human service programs have developed at such a rapid rate that they have become fragmented and often work at cross-purposes. Persons often in need are left behind in uncoordinated and fragmented efforts. The community betterment council can help establish needs and priorities, review existing human service programs and resources, and help build an integrated structure to achieve better delivery of programs.

If this program already exists in this community, then the responsibility for the assessment and evaluation of this sub-category is primarily that of the people who administer it. If the program does not exist in the community and the community wants to establish it, then a committee or task force can be setup to determine what needs to be done using the program process described below.

All Missouri Certified City (AMCC) Status

Communities pursuing the AMCC status must:

- 1) Complete the program process and meet the standards of this sub-category, set goals and establish a plan to achieve the goals.
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- 3) DED must approve your report in order to be certified. Certification will remain in effect for three years. To be re-certified the same process must be followed and a new report furnished.

STAR City Status

Communities pursuing the Star City Status must follow the same procedure and furnish the same kind of report as those pursuing the AMCC Status. The difference between the two is that the Star City Communities do not have to meet all of the program standards, nor do they necessarily have to have every sub-category program existing in their community. The Star City Status remains in effect for three

Program Process

The process for assessment can be as simple as the people in charge of the program (e.g. Board of directors, executive director, managers, staff, committee, and others) evaluating the community's program against the program standards in this sub-category. Or the process can be amplified by forming a task force to assess and evaluate your program more in depth using various techniques such as surveys, town meetings, consulting with outside experts, etc. Whatever the process used it is important to determine if the program is meeting the needs of the community and how it will meet future needs.

For the report, please describe the process you used to assess and evaluate your program.

Program Standards

These standards are designed to assist those communities starting a program in this sub-category, and for those communities that wish to measure their existing program against these standards. These standards are set by consensus of experts which include community citizenry, university professors, state and federal specialists and other professionals within the field.

Due to the uniqueness of each community, certain standards may not be important or even necessary within a community. For example, the size of a community will determine a great deal whether or not the standards within a particular sub-category need to be adopted in their entirety or even at all. This program is designed to suggest these standards and then allow a community to decide if they wish to adopt any or all of them. However, those communities endeavoring to achieve AMCC status must meet the requirements in this sub-category.

Standards For: Human Needs/Resources Analysis

A. Create human resource council within the overall community betterment organization

A human resource council composed of providers and consumers of human service programs should be established. The purpose of the council is to ensure that the human needs of the community are addressed. In some smaller communities the overall community betterment organization might perform this role.

B. Conduct a needs/resources assessment

It is important that human needs and resources existing in the community be assessed. Resources currently exist in most communities to solve a variety of human need situations. An earlier step in an assessment would be to catalog what exists, who is served and the accessibility of services. The resource assessment should include a look at both public and private providers and note gaps or deficiencies in service. The human needs assessment should also include a review of all geographic areas of the community, age and income groups. Duplications, fragmented services and unserved persons in need should be noted.

C. Establish structure to achieve service delivery

The human resources council should seek to establish an improved service delivery system. Once the assessment has been completed the council should identify agencies or organizations which will provide the needed services or facilities. If providers do not exist, the council should work toward organizing structures that can provide the service.

D. Establish a voluntary action center

The community betterment council should establish a voluntary action center. The voluntary action center would identify community needs for volunteers, keep an up-to-date inventory of needs, identify agencies needing volunteers and develop a system to link volunteers with needs. The center could also serve as a means for information and referral services and publicize achievement of volunteers.

E. Establish annual program for recognition of voluntary efforts

The overall community betterment organization should sponsor a formal program to recognize volunteer efforts. A formal program could include awards, publicity, an annual banquet or other formal activity.

Program Goals and Planning

From the assessment and evaluation of this program you should determine if the program is meeting the needs and wants of the community. The process of this assessment and its resulting findings should be taken to the next steps of goal setting and planning.

Questions to ask concerning this sub-category: How do the goals of the program of this sub-category fall in line with the vision and the overall goals of the community; What are the plans to achieve those goals.

- 1) Please describe the goals you have set for this program.**
- 2) Please describe in some detail the plans (how, when, who, etc.) for achieving the goals set for this program.**

1.2 Mental Health

Introduction

A condition of mental health exists when the individual is in physical, emotional and social balance with his environment. It is the responsibility of the state to promote medical, educational and social services in order to provide for a balanced and harmonious life for all citizens in each community. The community shares this same responsibility for its citizens.

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Standards For: Mental Health Program Standards

A. Organization

Identify or create an organization or other entity responsible for the development, administration and operation of this program in your community. In most communities the responsibility for mental health programs and services falls to various providers. For this reason these providers should form an association or some like organization for communication, coordination and cooperation to ensure that all the mental health needs in the community are being addressed.

B. Mission Statement

Formulate, put in writing, keep on file and review the mission statement for this program. The mission statement should simply state the purpose of the program. It should be easily understood so that the elements of the program, as well as its implementation, even day-to-day activities can readily be measured against it.

C. Conduct a study of needs and resources existing within the community

The survey should include analysis of the provision of adequate services for all people in the community. Analysis should be made of services to residents who are developmentally disabled, rehabilitation cases (drugs and alcohol), career adjustment problems, minor personality disorders and provision of services to indigents.

D. Contact the Missouri Department of Mental Health

The Missouri Department of Mental Health provides services to the mentally ill through state-operated facilities and through contracts with 26 administrative agents located throughout the state. For the facility or administrative agent in your area, contact the department's Division of Psychiatric Services at 314-751-9482.

The Missouri Department of Mental Health provides services to mentally retarded and developmentally disabled through 11 regional centers. For the regional center that serves your area, contact the departments Division of Mental Retardation/Developmental Disabilities at 314-751-8217.

The Missouri Department of Mental Health provides services to persons with substance abuse problems by contracting with more than 60 agencies to provide treatment and prevention services. For the services available in your area, contact the department's Division of Alcohol and Drug Abuse (ADA) at 314-751-4942

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1.3 Child Care Facilities

Introduction

Child day care has become a very important issue as more and more families have both parents working outside the home. Another factor added to the situation is the growing number of single-parent families. While the primary concern for adequate child day care is the

welfare of the child and family, there are social and economic reasons why communities are concerned about the availability of adequate child day care.

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Standards For: Child Care Facilities Program Standards

A. Organization

Identify or create an organization or other entity responsible for the development, administration and operation of this program in your community. This organization should be made up of child care providers, parents and other interested and affected parties. The purpose of this

organization may not be to provide the child day care service itself, but to see to it that a program of services is put in place.

B. Mission Statement

Formulate, put in writing, keep on file and review the mission statement for this program. The mission statement should simply state the purpose of the program. It should be easily understood so that the elements of the program, as well as its implementation, even day-to-day activities can readily be measured against it.

C. Assess the child day care needs and resources/providers

D. Coordinate with providers to ensure that they cover the child day care needs of the community

E. Publicize a list of providers and what they provide

F. Work with city, providers and community to ensure that zoning laws for day care centers are in the best interest of everyone.

G. Contact the Missouri Division of Family Services for assistance in developing your program.

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1.4 Cultural Enrichment

Introduction

Quality arts programming should be a goal of the community. This means identifying and developing existing community cultural resources, including traditional artists. In addition, finding out what the residents of the community would like to see while identifying available facilities for potential use (both indoor and outdoor), locating resources people in the area willing to help conduct arts classes, discovering resources available through touring exhibits and traveling performances of all kinds and learning how to properly plan, promote and implement these activities may all be part of this initiative.

A good local arts program will offer activities that provide an opportunity for community participation in the arts, as well as exposure to new arts experiences not readily available in the community. It may also provide services to meet the needs of arts organizations, artists and community members, arts institutions and/or local councils for the purpose of improving planning and coordination of arts activities at the local level. This development has made a significant difference in many communities, particularly in the number and diversity of cultural events offered. It has also increased cooperation between arts efforts and economic development efforts.

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Standards For: Cultural Enrichment Program Standards

A. Organization

Identify or create an organization or other entity responsible for the administration and operation of the cultural enrichment program in your community. If the responsibility for these standards falls to various providers in the community, it may be necessary to form an association or umbrella organization of some kind to coordinate these services and to determine who is responsible for what.

B. Mission Statement

Formulate, put in writing, keep on file and review the mission statement for this program. The mission statement should simply state the purpose of the program. It should be easily understood so that the elements of the program, as well as its implementation, even day-to-day activities can readily be measured against it.

C. Activities

There should be year-round opportunities within the community for all age groups to participate in arts activities, such as craft classes, photography, chorus, dance, theater, music or visual arts. An annual event should be held within the community to demonstrate local talent in handicraft and the arts. An annual performance, exhibit or other activity should be held within the community, utilizing talent from the outside area, such as a concert series, film festival, touring exhibit or visiting artist.

D. Assessment

A survey should be conducted to determine the needs and priorities of the community in the area of arts activities.

<i>Population</i>	<i>Requirement</i>
5,000 – 9,999	At least every five years
10,000 – 24,999	At least every five years
25,000 – 50,000	At least every three years

Program Goals and Planning

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1.5 Aging

Introduction

Many times older adults are thought of as a dependent element in our society. However true it is that as people grow older their dependency on others changes, the older adults have much to offer to our society. It is important that they have the opportunity to contribute to society and it is important that their needs are met. An organized effort is necessary to make this happen.

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Standards For: Aging Program Standards

A. Organization

To make sure that opportunities for older adults exist and their needs are addressed, it is necessary that an organization—a permanent committee of a larger organization or some other entity—be identified or created. While the organization may offer some services, its primary purpose would be as an advocate for older adults. It would be the task of the organization to ensure that services, facilities and opportunities exist and are available in the community, county or area not provide them itself.

B. Mission Statement

Formulate, put in writing, keep on file and review the mission statement for this program. The mission statement should simply state the purpose of the program. It should be easily understood so that the elements of the program, as well as its implementation, even day-to-day activities can readily be measured against it.

C. Communicate and coordinate with the Missouri Division of Aging

D. Network and coordinate with human services organizations that provide services to the aging.

E. Identify the areas of needs and the resources to meet these challenges

1. Family dynamics

Communications, grandparenting, elder care, elder abuse

2. Education

Self-development, job-training, age-related concerns, long-term care, Medicare/Medicaid/living wills

3. Social activities

Senior citizen center, special activities, recreation, Inter-generational activities

4. Supportive environment

Housing options, user friendly community barrier free, transportation, outreach to homebound

5. Confronting challenges

Career changes, planning for retirement, widowhood/late relationships, death and dying

6. Opportunities for productivity

Volunteer work, paid work, elected public officials

7. Physical and mental health services

Available, affordable and accessible health care providers, hospital care, nursing home, in-home health care, hospice, adult day care, respite care.

F. Establish an office to coordinate information and to provide directory assistance of service providers.

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1.6 Beautification

Introduction

The first thing that visitors to a town notice is how clean and neat it is or is not. The image presented by a beautifully clean town reveals a lot about the people who live there. Residents, however, can become so accustomed to their surroundings that they never notice the eyesores and unsightly places they pass by everyday. A program of community beautification is one from which everyone can profit and on in which almost every member of the community can participate.

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Standards For: Beautification Program Standards

A. Organization

Identify or create an organization or other entity responsible for the development, administration and operation of this program in your community.

B. Mission Statement

Formulate, put in writing, keep on file and review the mission statement for this program. The mission statement should simply state the purpose of the program. It should be easily understood so that the elements of the program, as well as its implementation, even day-to-day activities can readily be measured against it.

C. Establish an office and budget

This office and budget may be part of the city, chamber or other existing organization, or it may be a separate entity. In any case coordination and cooperation with other groups, clubs and organizations is essential.

D. Contact and coordinate with the Missouri Division of Tourism and the Missouri Beautification Association.

E. Identify eyesores

Eyesores should be identified and a plan should be put in place to eventually eliminate them.

F. Recycling

Ensure that a recycling program is in place for solid waste materials such as glass, paper, plastics, metals, etc.

G. Establish a tree and flower planting program

Contact the Missouri Department of Conservation

H. Work toward a tasteful sign program within your town and at its entrances

I. Institute an annual clean-up/beautification week

The Missouri Beautification Association has established April as beautification month. While clean-up time is anytime, an organized effort with community-wide participation should be undertaken during this month.

J. Promote an Adopt-a-Park, a-Street, a-Spot, a-Road Program

K. Establish an awareness program

Communities become unsightly because of personal bad habits; people litter without realizing it. Through the local media, newsletters and special projects, you can make people aware that a clean community depends on everyone.

Program Goals and Planning

From the assessment and evaluation of this program you should determine if the program is meeting the needs and wants of the community. The process of this assessment and its resulting findings should be taken to the next steps of goal setting and planning.

Questions to ask concerning this sub-category: How do the goals of the program of this sub-category fall in line with the vision and the overall goals of the community; What are the plans to achieve those goals.

- 1) Please describe the goals you have set for this program.**
- 2) Please describe in some detail the plans (how, when, who, etc.) for achieving the goals set for this program.**

1.7 Historic Preservation

Introduction

Historic preservation as it's most basic is recognizing and preserving the past for the use and enjoyment of the future. A local preservation program should ideally address all cultural resources—archaeological, architectural and historical—in both public and private ownership. Programs should be made accessible to all citizens.

If this program already exists in this community, then the responsibility for the assessment and evaluation of this sub-category is primarily that of the people who administer it. If the program does not exist in the community and the community wants to establish it, then a committee or task force can be setup to determine what needs to be done using the program process described below.

All Missouri Certified City (AMCC) Status

Communities pursuing the AMCC status must:

- 1) Complete the program process and meet the standards of this sub-category, set goals and establish a plan to achieve the goals.
- 2) Furnish to the Department of Economic Development (DED) a narrative line item report describing the program process used, how they measure up to each of the program standards, the goals set, and plans to achieve the goals. Other documentation such as maps, brochures, ordinances, minutes, contracts, news releases, etc., should NOT accompany the report, but should be kept on file in your office.
- 3) DED must approve your report in order to be certified. Certification will remain in effect for three years. To be re-certified the same process must be followed and a new report furnished.

STAR City Status

Communities pursuing the Star City Status must follow the same procedure and furnish the same kind of report as those pursuing the AMCC Status. The difference between the two is that the Star City Communities do not have to meet all of the program standards, nor do they necessarily have to have every sub-category program existing in their community. The Star City Status remains in effect

Program Process

The process for assessment can be as simple as the people in charge of the program (e.g. Board of directors, executive director, managers, staff, committee, and others) evaluating the community's program against the program standards in this sub-category. Or the process can be amplified by forming a task force to assess and evaluate your program more in depth using various techniques such as surveys, town meetings, consulting with outside experts, etc. Whatever the process used it is important to determine if the program is meeting the needs of the community and how it will meet future needs.

For the report, please describe the process you used to assess and evaluate your program.

Program Standards

These standards are designed to assist those communities starting a program in this sub-category, and for those communities that wish to measure their existing program against these standards. These standards are set by consensus of experts which include community citizenry, university professors, state and federal specialists and other professionals within the field.

Due to the uniqueness of each community, certain standards may not be important or even necessary within a community. For example, the size of a community will determine a great deal whether or not the standards within a particular sub-category need to be adopted in their entirety or even at all. This program is designed to suggest these standards and then allow a community to decide if they wish to adopt any or all of them. However, those communities endeavoring to achieve AMCC status must meet the requirements in this sub-category.

Standards For: Historic Preservation Program Standards

A. Organization

Identify or create an organization or other entity responsible for the administration and operation of the program your community. Key organizations are: a historic preservation commission; a main street organization; a historical society; service clubs; a downtown merchants association; neighborhood associations and city governments.

B. Mission statement/action plan

Formulate, put in writing, keep on file and review the mission statement for this program. The mission statement and workplan should be directly related to your needs assessment and goal setting activities. The workplan should list the following items: goal, activity, coordinating committee, coordinating chairperson, list of tasks to be accomplished, contact/coordinator for each task listed, a due date for each listed and , when necessary, the estimated cost to accomplish

each task listed. The workplan should also list how the tasks will be evaluated to determine if this was a successful project.

C. Survey

A systematic survey to identify historic buildings, structures, objects and sites should be conducted, either by directed volunteers, or by a professional preservation consultant. Information should include, but not be limited to: age, style, building/architect, condition and events or persons associated with the property. Photographs should be taken and each property plotted on a city map. Contact the Historic Preservation Program to determine if a survey has already been accomplished and to receive further information on survey activities and costs.

D. Inventory

Set up a location where the inventory forms, photographs, maps and other survey information will be secure, but accessible to the interested public. City hall, the public library, and/or the local historical society are possible locations. Plan on updating the information in the inventory on a regular schedule.

E. Education/outreach

Take the show on the road. Develop slide programs to present to service clubs, residential neighborhoods, city commissions, the city council and downtown merchants. Develop programs and activities to involve students and teachers. Plan on celebrating National Historic Preservation Week. Develop contacts with the media to run stories on local historical sites and events.

F. Protection

A community may best protect its historic resources by adopting a historic preservation ordinance which: appoints a commission; and allows for designation of local historic landmarks and districts and also for designated properties.

G. Design assistance

Design review by a historic preservation commission assists owners of historic properties to accomplish desired alterations while respecting the historic appearance of the property. Design guidelines may be developed by the commission in cooperation with the residents of the district for which they are proposed.

H. Incentives

Property owners may be encouraged to participate more fully in the local historic preservation program by the use of incentives. These may include: tax abatements or tax freezes; low interest loans for approved rehabilitation; parking or building code variance to encourage adaptive reuse of historic buildings; preservation awards to quality rehab; free design assistance; and special programs or city services for designated historic districts.

I. Networking

Join state, regional or national historic preservation or history organizations and subscribe to magazines and periodicals specializing in preservation issues (Old House Journal). Attend conferences on historic preservation, heritage tourism, community betterment and economic development.

Visit other communities with already established historic preservation programs. Don't "reinvent the wheel", if you can benefit by others' experiences.

Program Goals and Planning

From the assessment and evaluation of this program you should determine if the program is meeting the needs and wants of the community. The process of this assessment and its resulting findings should be taken to the next steps of goal setting and planning.

Questions to ask concerning this sub-category: How do the goals of the program of this sub-category fall in line with the vision and the overall goals of the community; What are the plans to achieve those goals.

- 1) **Please describe the goals you have set for this program.**
- 2) **Please describe in some detail the plans (how, when, who, etc.) for achieving the goals set for this program.**

1.8 Leadership Development

Introduction

Developing new leaders and renewing the enthusiasm and effectiveness of established leaders is an important aspect of community betterment. Every community has a group of people to who others turn when new ideas are needed, projects must be carried out, or crises met. Yet most communities do not have established methods for ensuring that new leaders are identified, trained and used in appropriate arenas. A leadership development program that is well-organized and administered can help provide competent and committed people for community progress.

If this program already exists in this community, then the responsibility for the assessment and evaluation of this sub-category is primarily that of the people who administer it. If the program does not exist in the community and the community wants to establish it, then a committee or task force can be setup to determine what needs to be done using the program process described below.

All Missouri Certified City (AMCC) Status

Communities pursuing the AMCC status must:

- 1) Complete the program process and meet the standards of this sub-category, set goals and establish a plan to achieve the goals.
- 2) Furnish to the Department of Economic Development (DED) a narrative line item report describing the program process used, how they measure up to each of the program standards, the goals set, and plans to achieve the goals. Other documentation such as maps, brochures, ordinances, minutes, contracts, news releases, etc., should NOT accompany the report, but should be kept on file in your office.
- 3) DED must approve your report in order to be certified. Certification will remain in effect for three years. To be re-certified the same process must be followed and a new report furnished.

STAR City Status

Communities pursuing the Star City Status must follow the same procedure and furnish the same kind of report as those pursuing the AMCC Status. The difference between the two is that the Star City Communities do not have to meet all of the program standards, nor do they necessarily have to have every sub-category program existing in their community. The Star City Status remains in effect for three years. For re-designation the same procedure must be followed as for the original designation and a new

Program Process

The process for assessment can be as simple as the people in charge of the program (e.g. Board of directors, executive director, managers, staff, committee, and others) evaluating the community's program against the program standards in this sub-category. Or the process can be amplified by forming a task force to assess and evaluate your program more in depth using various techniques such as surveys, town meetings, consulting with outside experts, etc. Whatever the process used it is important to determine if the program is meeting the needs of the community and how it will meet future needs.

For the report, please describe the process you used to assess and evaluate your program.

Program Standards

These standards are designed to assist those communities starting a program in this sub-category, and for those communities that wish to measure their existing program against these standards. These standards are set by consensus of experts which include community citizenry, university professors, state and federal specialists and other professionals within the field.

Due to the uniqueness of each community, certain standards may not be important or even necessary within a community. For example, the size of a community will determine a great deal whether or not the standards within a particular sub-category need to be adopted in their entirety or even at all. This program is designed to suggest these standards and then allow a community to decide if they wish to adopt any or all of them. However, those communities endeavoring to achieve AMCC status must meet the requirements in this sub-category.

Standards For: Leadership Development

A. Organization

Identify or create an organization or their entity responsible for the administration and operation of a leadership development program in your community. It is essential to the progress of the community that the leadership development program be open to all segments of the community. To ensure that all parts of the community are recruited and encouraged to participate, the organizing group should also be representative of diversity of the community. At a minimum, it should include representatives of: city government, community betterment, chamber of commerce school district, civic, minority and youth organizations.

B. Mission Statement

Formulate, put in writing, keep on file and review the mission statement for this program. The mission statement and workplan should be directly related to your needs assessment and goal setting activities. The workplan should list the following items: goal, activity, coordinating committee, coordinating chairperson, list of tasks to be accomplished, contact/coordinator for each task listed, a due date for each listed and, when necessary, the estimated cost to accomplish each task listed. The workplan should also list how the tasks will be evaluated to determine if this was a successful project.

C. Establish a program

A leadership development program should include three components:

1. an opportunity for participants to learn about the skills and traits necessary for effective leadership (trust, competence, vision, ability to inspire and credibility).
2. An opportunity to learn about their community and its relationship to the larger society of which it is a part.
3. An opportunity to practice the skill acquired and to use the knowledge gained in situations which permit growth, development and support.

For assistance in developing a leadership program course, contact the MCB office or your county University Extension office. There are a number of leadership models which can be adapted to fit your community's needs.

The leadership development program should be designed to be self-sustaining and on-going, being repeated at a minimum of every two years.

D. Establish a method for utilizing newly-trained leaders

A system should be established to place newly-trained leaders in positions in the community in which they can use their new skills and knowledge. Contacts with community organizations should be made on a periodic basis to determine when positions become available on boards, committees and task forces. An effort should be made to insure that each new leader is given the opportunity to use his or her training within six months.

E. Involve established community leaders in the program as "mentors"

An effective leadership development program will utilize local leaders as "mentors" for the "leaders-in-training." These mentors can be effective in helping participants find out "how the community works" and to gain entry to community groups where their new skills and knowledge can be useful.

F. Include newly trained leaders on the organizing committee

Each year, at least two of the newly trained leaders should be added to the leadership development program organizing committee in order to provide feedback and ideas about the operation of the program.

G. Establish a "leader exchange" with another community

As part of the leadership development program, at least every other year members of the organizing committee should visit another community of a similar size to learn how they operate their program. This exchange of ideas will benefit both communities.

Program Goals and Planning

From the assessment and evaluation of this program you should determine if the program is meeting the needs and wants of the community. The process of this assessment and its resulting findings should be taken to the next steps of goal setting and planning.

Questions to ask concerning this sub-category: How do the goals of the program of this sub-category fall in line with the vision and the overall goals of the community; What are the plans to achieve those goals.

- 1) **Please describe the goals you have set for this program.**
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